CIS3002 - ASSIGNMENT 1

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System Vision Statement

Problem Description

As the number of franchises for El Supremo Coffee continues to grow, issues with supply and demand in a timely fashion have started to occur in regards to the amount of time it takes for franchisees to make contact with head office to place orders for supplies and equipment. Franchisees also feel they are missing out on opportunities for business by not being easily informed of special events happening in their areas.

With the rise of social media, customers have become more used to being able to interact with businesses online as well as being able to find information quickly and accurately. As such, it would be beneficial if GPS locations and schedules were available online for customers to look up where and when they can get El Supremo Coffee as well as an online system to enable interaction with customers.

There is also a potential missed opportunity where El Supremo Coffee could be selling supplies and merchandise directly to customers online shipping direct to their doorstep.

It is recommended that an online system be provisioned to alleviate stress on the call center and reduce ordering time, give opportunity for customers to gain information on current schedules and location of franchises, and allow a direct to customer ordering system. The system must be provisioned in 3 months.

System Capabilities

The new system should be capable of the following:

- Allow a faster, streamlined workflow for franchisees to order supplies and equipment.
- Allow franchisees to interact with customers and post information.
- Allow franchisees to find upcoming nearby event information.
- Allow franchisees to get an estimate of delivery times for products.
- Have a public interface for customers to easily find information on franchisee locations and operating hours.
- Provide an online ordering system for customers to obtain supplies and merchandise directly from El Supremo Coffee.
- Be capable of handling more traffic that coincides with an expanding business.

Business Benefits

It is anticipated that the implementation of such a system would yield the following benefits to El Supremo Coffee:

- Reduce workload on call center staff, thereby creating a happier, more efficient work environment.
- Reduce time spent on ordering process for franchisees, enabling more autonomous operation.
- Give better opportunities for franchisees to manage their stock levels.

- Reduce risk of incorrect orders due to miscommunication, thus reducing double handling of orders and the risk of unhappy customers.
- Allow franchisees to more easily manage their income vs expenditure with better, digital records.
- Increase customer relations with franchisees, thus increasing brand loyalty.
- Increased revenue, brand loyalty, and word-of-mouth referral due to direct-to-customer distribution.

Possible Business Options

Option Name	*Description*	*Pro's*	*Con's*	*Benefits*	*Risks*	*Estimated Costs*
Create a fully functioned website. Replace or rework Supply Chain Management System.	Replace or rework the entire Supply Chain Management system to include an ordering portal for customers, and franchisees.	This option provides all key system functionality requirements.	Cost to the business may be significant	Will make the ordering process much more efficient and streamlined.	With a system this large and integrated there may be more risk of not being produced on time and complete if there are issues in the development process.	Project Manager Cost (based on 3 month of an annual salary of $100,000p.a) - ~$25,000
	Create a website to host this portal, a staff / franchisee extranet, as well as a public interface for interaction with customers.	Allows customers to purchase direct from El Supremo Coffee.	Will require a great deal of change in workflow for many parties involved.	May reduce the need to hire more staff.	There is a chance that the true costs could go over budget if the budget goes over time or out of scope.	Cost of implementation / rework of SCM system (based on $2,000 consultant cost per day for 30 days) - ~$180,000
		Allows franchisees to complete orders autonomously through an online gateway.	Will take the longest amount of time to produce a fully featured system	Increased profit to franchisees and the company		Website implementation costs (based on consultant cost per day for 15 days) - ~$90,000

	Allows for a more streamlined ordering process from the customer placing the order - to the supply team allocating goods - and the customer then receiving the order. This should also include the ability for simple stock replenishment for El Supremo Coffee.	May require more staff to take more time away from their usual duties to assist with development, implementation and testing.	Possible increased footprint in the market as the business is promoted more and more franchises are opened	New hardware may be required for hosting web servers, as well as development / testing / production servers - ~$75,000
	Website allows for customers and franchises to interact and for El Supremo Coffee to promote and inform both franchises and customers consistently.		Less stress on staff and franchisees to make an overall happier work environment.	**Total estimated cost of project - $370,000**
	Allows for staff and franchisees to send and receive any material required to work with El Supremo Coffee.		The business can more easily make changes based on feedback that otherwise may not have been received.	
	Allows for constructive feedback to be given by customers and venues			

Replace or rework Supply Chain Management System. Provide an online ordering portal for customers and franchisees.	Only replace or rework the current Supply Chain Management system including only a standard ordering portal for customers and staff. No public website for customer interaction would be available	Allows customers to purchase direct from El Supremo Coffee.	Does not give the opportunity for customers and franchises to interact or for El Supremo Coffee to promote or inform franchisees and customers.	Will make the ordering process much more efficient and streamlined.	Less promotion of business and franchise location to customers may lead to loss of overall profit and expansion of the business	Project Manager Cost (based on 3 month of an annual salary of $100,000p.a) - ~$25,000
		Allows franchisees to complete orders autonomously through an online gateway.	Does note allow for staff and franchisees to send and receive material via an extranet.	May reduce the need to hire more staff.	Customer relationships may not grow and may be hindered without interaction.	Cost of implementation / rework of SCM system (based on $2,000 consultant cost per day for 30 days) - ~$180,000
		Allows for a more streamlined ordering process from the customer placing the order - to the supply team allocating goods - and the customer then receiving the order. This should also include the ability for simple stock replenishment for El Supremo Coffee.	Does not allow for constructive feedback to be given by customers and venues	Less stress on staff and franchisees to make an overall happier work environment.	The business and franchises would not as easily be able to act on feedback given as it may not be as easily received.	New hardware may be required for hosting web servers, as well as development / testing / production servers - ~$50,000

		Less time required to complete project	Will require a great deal of change in workflow for many parties involved.			**Total estimated cost of project - $255,000**
Provide only a standard web form for the ordering of supplies and equipment for franchisees and customers.	Rather than making changes to the full ordering process - El Supremo Coffee could provide a simple web form that customers and franchisees could complete to order supplies and merchandise.	Allows for customers to order supplies and equipment direct from El Supremo Coffee	Does not give transparency for customers and franchisees into the status of their order or quantities of stock.	Potentially less call volume on the call centre.	Franchisees may still need to contact the call centre for status updates on orders. This may not fully reduce the amount of time on the phone to the call centre.	Cost to develop a simple web form (based on $2,000 consultant cost per day for 3 days) - ~$6,000
		Allows for franchisees to make orders online rather than having to contact the call centre.	This form would have to be kept up to date manually with costs of products as well as having products added and removed as required	Gives more autonomy to franchisees to order supplies	There is a chance that the call centre could receive more calls from customers due to giving the ability to order from El Supremo Coffee but not being able to see order status online.	**Total estimated cost of project - $6,000**

		Much more affordable to the business to implement	Does not give the opportunity for customers and franchises to interact or for El Supremo Coffee to promote or inform franchisees and customers.	Opportunity for increased revenue by shipping to customers directly	Less promotion of business and franchise location to customers may lead to loss of overall profit and expansion of the business	
		Overall time required to complete the project is minimal	Does note allow for staff and franchisees to send and receive material via an extranet.	May reduce the need to hire more staff.	Customer relationships may not grow and may be hindered without interaction.	
		Little change in workflow and business process is required	Does not allow for constructive feedback to be given by customers and venues		The business and franchises would not as easily be able to act on feedback given as it may not be as easily received.	
Do Nothing	Do not make any changes to current workflow or systems at El Supremo Coffee. Leave everything exactly as it currently is.	No cost to the company	Franchisees will remain frustrated with current and increasing telephone wait times.	There are no costs to the company	May lead to loss of business.	**Nil - No investment required**

	The call centre will continue to be overwhelmed.	May lead to increased staff turnover / sick days or the need to hire more staff and equipment.
	Possible missed opportunities for sales if franchises are unaware of special events in the area.	As other businesses develop an online presence, customers may move towards competitors.

Stakeholder Analysis

Internal Stakeholders:

Executive Stakeholders:	
• Company Owner – Penny Li	As the owner of the company, Penny Li is a major stakeholder in the project as it may well decide the future of the company she has worked so hard to build. Her goal is to expand to Beijing and this project may make or break that dream.
• Purchasing and Supply manager	The purchasing and supply manager oversees the ordering of goods to distribute to franchisees. As such, they are also considered a stakeholder as changes to the system will affect their area most of all.
• Marketing Manager	As one of the goals of the project is to expand the business into the online market – there will be a high involvement required by the marketing team to advertise the new online ordering and GPS locator systems to potential new franchisees, customers and venue operators.
• Franchise Manager / Trainer	As the franchise manager / trainer for the company – he / she would receive feedback from franchise owners based on their experience in ordering as operating the business. There will also be training involved for the potential new systems to bring franchise owners up to speed.
• Accountant	The accountant for the business will need to be involved in the project to retrieve current costs vs income and would have significant interest in the costs of upgrading the system vs the potential gain.
Operational Stakeholders:	
• Telephone Operators	As the front-line for the business for franchise ordering, telephone operators will be impacted by the new system in ways such as workload, as well as potentially using the same system to process orders for franchise operators wishing to handle orders over the phone. They also would be outlets for feedback directly from franchise owners during day to day operations both before and after systems implementation and their insights would be valuable to the project.

	• Purchasing and Supply staff	Purchasing and supply staff handle the orders as input by telephone operators and to be fulfilled by suppliers. As such, they will be impacted by the new system as there may be insights learned for more effective methods to streamline the order process in some areas and their workloads may increase as business grows.
	• Franchise Owners	Franchise owners will directly be affected and have asked for some more effective methods in the ordering process. As such, their insights into what the new system should and shouldn't do, as well as their experience with the shortcomings of the current system will prove invaluable. They also interact directly with customers so there may also be feedback given to them by customers that will prove useful.
	• Franchise Operators / staff	Operators and staff may possibly be involved as above and should be questioned in order to learn more information. However, not all staff should be interviewed.
External Stakeholders:		
	• Customers	Customers will have access to new methods of accessing information about coffee locations, and online ordering for products directly. They may also give much needed insight into what other features could be expanded on with an online system such as feedback forms and social media.
	• Venue operators	As the company currently visits many locations and venues around different cities and as there is company interest into broadening events that they have access to – gathering information from venue operators on ways to achieve this may be quite valuable.
	• Suppliers to "El Supremo Coffee"	As suppliers to the company, the ordering system will have some effect on the business conducted with "El Supremo Coffee". As such, suppliers would need to have some involvement in ensuring any process changes are compatible with their systems and workflows.

Work Breakdown Structure

I. Project Planning Tasks

Develop a Work Breakdown Structure

II. Analysis Tasks

a. Create
b. Create and distribute survey for customers – 1 / 2 day
c. Meet with Purchasing and Supply Manager and staff – 1 day
d. Meet with Marketing Manager – 1/2 day
e. Meet with Franchise / Training Manger – 1/2 day
f. Meet with Accountant – 1 / 2 day
g. Meet with Telephone Operators – 1 / 2 day
h. Meet with Franchise owners and staff – 2 days
i. Create System Vision Statement – 1 / 2 day
j. Contact some Venue operators – 1 / 2 day
k. Contact Suppliers – 1 / 2 day
l. Analyse results of customer surveys – 1 / 2 day
m. Define key requirements and functionalities – 1 day
n. Create list of business options – 1 day
o. Meet with CEO – 1 / 2 day

III. Design Tasks

a. Model full workflow of ordering process – 1 day
b. Create Entity Relationship Diagram – 1 / 2 day
c. Design database schema – 1 / 2 day
d. Develop screen layouts for ordering portal for customers and franchisees – 1 day
e. Design layout of website – 1.5 days

IV. Implementation Tasks

a. Build database – 1 day
b. Write program code – 4 days
c. Build website – 4 days
d. Integrate ordering portal with ordering system – 1 day

V. Testing Tasks

a. Create testing environment – 1 / 2 day
b. Build test data – 1 / 2 day
c. Perform user accepting testing – 1 day

VI. Deployment Tasks

a. Migrate current data – 1 day
b. Deploy applications – 1 / 2 day
c. Enable live website – 1 / 2 day

Note: Website / database / program coding may all be started simultaneously. However, there will be a requirement for each team to interact as there will be integration between all 3 systems.

Discussion and Interview Agenda – Penny Li, CEO of El Supremo Coffee

Setting

Objective of Interview

Discuss the available options to address the issues raised in the System Vision Statement.

Determine any further requirements the CEO of El Supremo Coffee may have.

Determine any particular system functionalities that should be prioritised.

Date, Time, and Location

8th April, 2016 at 9:30am in Penny Li's office.

Participants

Penny Li, CEO and owner of El Supremo Coffee.

Brandan Weeks, Business Analyst as contracted by El Supremo Coffee.

Interview / Discussion

1. Are there any concerns with the available options as provided in the "Possible Business Options" document?
2. What is the most likely decision to be made from the available options?
3. Are there any other options that have not yet been found?
4. Are there any requirements for the new system that should be included but have not yet been identified? What are the priorities of these requirements? How much impact do these requirements have on the business / project?
5. Out of the identified system functionalities as provided in the "System Functionalities" document, are there any functionalities that should be focused on as a higher priority than others? Is there a requirement to see a working prototype of these functionalities before any others? What makes these functionalities a concern?

Follow-Up

An option has been chosen and progress is being made.

Status report to be provided.

Prototypes of priority system functions to be provided.

Date and time of next meeting.

6th May, 2016, at 9:00am

Key Requirements Table

Project Stakeholder	*Key Requirement*	*Reasons for Requirements*
Franchisee	Order supplies online	• Spend less time waiting on the phone and spend more time operating the franchise. • Order the correct materials more autonomously. • Have better ETA's for the arrival of goods to enable better management of stock levels.
	Connect with customers online	• Speak more with customers to find out things they do / do not like and act upon them. • Run competitions to increase brand loyalty and spread the word.
	Show coffee van locations	• Enable users to find nearby vans more easily rather than going somewhere else.
	See upcoming nearby event information	• Make analytical decisions to schedule van locations and operating hours to increase profits and brand exposure
Purchasing / Supply Manager	Create a more streamlined online ordering process	• Reduce the workload of call centre staff to increase the happiness of staff and franchisees. • Reduce mistakes in orders which can equate to possible financial loss. • Enable orders to be processed and shipped faster. • Potentially roster staff better and across different areas with a more stable workload
Marketing Manager	Create a publically accessible website	• Increase brand exposure to new customers, potential franchisee's, and venue operators. • Analyse customer responses to react better to current trends. • Analyse customer feedback to potentially repair any damaged relationships to maintain customer base.
Franchise Manager / Trainer	Have a portal for franchise owners	• To allow franchise owners to openly discuss business with each other and representatives from the company • To submit feedback directly via a workflow to the appropriate representatives from the company • Allow the company to distribute information quickly and consistently to all franchise operators

		• Make up-to-date training documentation accessible to franchise operators
Accountant	Give access to franchisees to submit financial information	• Allow franchisees to upload financial statements and the like for reporting purposes for the company • Allow franchisees to download financial forms and information directly from the website to save time
Telephone Operators	Have access to in progress franchisee orders	• To assist franchisees with placing online orders if required
Purchasing and supply staff	Allow for automatic purchase of stock / notifications of low stock	• To always ensure stock is available for distribution to franchises. Will reduce time taken for orders to be completed. • Automatic notification to franchisees of order status via email to save time to staff and keep franchisees in the loop
Franchise staff	Online portal access for staff	• To show job opportunities in the company • Allow access to information about available training and progression • Allow staff to submit company / franchise feedback
Customers	Show locations and hours of franchise operators	• Allow customers to see the franchise nearest to their locations, view their opening hours, menu and prices.
	Order coffee / food online	• Gives customers the ability to order online to reduce time spent waiting for their order to be ready
	View current promotional material	• Give customers the ability to see current promotions and enter competitions
	Complete Customer Feedback forms	• Allow customers to submit feedback on the company and particular franchises
Venue Operators	Allow feedback to provided	• Allow venue operators to provide feedback based on franchises and the company itself. Venue operators should be contacted by a representative should they ask for it to allow continued good relationships

Key System Functionalities

Key System Functionality Requirements	
	Online ordering system for franchisees
	Send ETA and Order information to franchisees automatically.
	Online ordering system for customers direct from El Supremo Coffee
	Allow customers to view order status and ETA.
	Allow customers to see location, operating hours, and information about franchises.
	Allow for separate pages for each franchise with private access to each franchise and a public interface for customers to interact with.
	Allow for a franchise and staff extranet with access to the latest information and forms from El Supremo Coffee.
	Allow for nearby event notifications to be sent to franchisees as well as a map / timetable via the extranet.
	Allow for a general feedback web form for feedback by customers and venues.
	Allow for an automated stock replenishment system for purchasing and supply team of El Supremo Coffee.
	Provide a reporting module for supply chain management and training identification purposes.
Key System Non-Functional Requirements	
	Heavily reduce number of calls and wait time from franchisees to the El Supremo Coffee call centre.
	Allow for greater transparency of the order status such as the current stock, wait times, order ETA's.
	Decrease number of errors in the ordering process
	Allow for greater interaction between customers, franchisees, venue owners, and El Supremo Coffee.
	Create a more efficient supply chain process for franchise and El Supremo Coffee.

Appendix A

Project Title:	Online Business System	**Project Description:**	To provide better functionality to franchisee's and customers of El Supremo Coffee using online services	**Company Name:**	El Supremo Coffee
Project Start Date	25th March 2016	**Project End Date:**	12th June 2016		

	Scheduled dates		Actual dates				
Task #	**Start**	**End**	**Start**	**End**	**Activity**	**Description**	**Status**
1	29/03/2016	31/03/2016	29/03/2016	29/03/2016	Conduct stakeholder analysis	Identify all possible stakeholders of the new and current systems.	**Complete**
2	1/03/2016	2/03/2016	30/03/2016	31/03/2016	System Vision Statement	Create a document outlining the needs and wants of the key stakeholders of "El Supremo Coffee" for the new system. This document should also state the issues with the current system and how the new system will address these issues.	**Complete**
3	1/04/2016	2/04/2016	1/04/2016	2/04/2016	Key requirements table	Using information and stories from stakeholders, create a table of key requirements for the new system. This should be in a format that describes the following: "As a … I want to … so that … ".	**Complete**
4	3/04/2016	6/04/2016	1/04/2016	2/04/2016	Key system functions table	Make a list of key functions that the system will carry out such as "take franchisee orders". Also list non-functional requirements of the system such as "Ease of use" and "allow many simultaneous orders".	**Complete**
5	7/04/2016	9/04/2016	3/04/2016	4/04/2016	Create list of options	Create a list of possible options for "El Supremo Coffee" to outline the pro's / costs / risks / estimated costs / benefits of different possible systems.	**Complete**
6	10/04/2016	12/04/2016	6/04/2016	6/04/2016	Develop work breakdown structure	Create a list of work to be completed with expected time frames. Each milestone should also list any major tasks associated with completing that milestone.	**Complete**
7	13/04/2016	14/04/2016	4/04/2016	4/04/2016	Draft interview agenda - CEO	Create an interview agenda to be used in a meeting with the CEO of "El Supremo Coffee". Topics should be respectful and to the point and should focus on key area's of the project and give the CEO ample opportunity to raise any concerns he / she may have about the project.	**Complete**